

Part 6: Transformation Model

PRE-IMPLEMENTATION Strategies – Application Year

Describe any pre-grant implementation steps which are being taken during the application year to prepare for Year 1 of SIG.

Principal changes and flexibility	<p>New Principal hired prior to starting the 2013-2014 school year.</p> <p>In February of 2014, the Wawasee School Board approved WMS to add a Student Services position for the remainder of the school year. Adding this position has allowed for the principal and assistant principal to be available to teachers throughout the school day for support and for classroom walk-through, creating a focus on instruction and best practices. We feel this position has been a great asset toward our culture and academic goals for the remainder of the school year; unfortunately, it will not be funded for the 2014-2015 school year.</p>
Effectiveness of staff and recruitment/retaining of staff	<p>During the 2012-2013 school year, the Wawasee corporation began the McREL Evaluation system to determine staff effectiveness. The WMS principal and assistant principal created a Snap-Shot Walk-through form. This form was created on the iPad, and easily allows for quick turn-around communication with the teachers. The form is filled out and e-mailed to the teachers immediately after the walk-through takes place. The form highlights the key areas of good instruction (Daily Objective communicated and posted, # of students engaged, assessment to measure the daily objective, what the teacher is doing, what the students are doing, questions being asked, and other comments/concerns). This information is used as formative data to work with the teachers on areas for improvement, while celebrating the strengths of the lesson. The data is also used as evidence for the end of the year McREL summative evaluation system.</p>
Building Culture	<p>WMS began implementing the PBIS model 4 years ago. Small rewards have been offered to students meeting their PRIDE (Prompt & Prepared, Responsible & Respectful, Interact Positively, Do Your Best, Enthusiastic about Learning) goals.</p> <p>WMS principal, when hired, asked all teachers to let her know the top 3 items WMS was doing well, and the top 3 items WMS could improve upon. Leading the concerns was the overall staff morale and culture of the building. WMS started the school year off with implementing the Fish Philosophy! based on the works from the Seattle Pike Place Fish Market philosophy. WMS focuses daily on “Choosing our Attitude”, “Being Present” for students and each other, “Making Their Day”, and “Playing.” We recognize two teachers weekly for going above and beyond by passing the “starfish” reward on to different teachers or staff members, who stand out in one of those four areas. Our overall focus this year has been to provide teachers the support they need in order to make a difference in our students’ academic lives.</p> <p>We have created many incentive opportunities for students who have met their PRIDE expectations along with those who are meeting their AR goal and showing growth on the NWEA assessment. Administration and teachers have met one on one with all students to discuss their ISTEP scores from last year, offering encouragement and a plan to perform at a higher level to show high growth on the ISTEP.</p> <p>Currently we have 3 Mental Health Therapists available for the school corporation. WMS has an MHT 4/5 days a week. Next school year, 2014-2015, WMS will be adding a 20% position so we have a MHT available 5/5 days a week for students.</p>

<p>Professional Development</p>	<p>Every Wednesday, teachers are provided 50 minutes as Smart Start Time for professional development. The focus this year has been on how WMS can show improvement with our overall report card and progress. We have focused this year's professional development on lesson planning bell to bell and what components make a solid lesson. We have begun to implement the pieces of Grant Wiggins Backward Design. Another focus has been for all teachers to daily post and communicate to the students the daily objective and create activities that are aligned to the objective. Our current focus is creating formative assessments to know whether or not our students are meeting the expectations of the daily objective and creating a plan for those who do not meet the expectation, along with creating a plan for those who exceed expectations.</p> <p>All grade levels have common prep/planning time. We feel this time is critical for planning for our students. We are working on a plan to have more intentional team meetings, focusing on students and curriculum, such as cross-curricular planning. WCSC has also allowed our corporation instructional coaches to focus more of their time at WMS. Our ELA department and special education department works closely with the literacy coaches creating, editing, and planning their daily lesson plans. The coaches have been a resource to our teachers providing them the necessary resources along with co-teaching with them. Our instructional coaches are shared with all schools in the corporation. We feel WMS could excel with curriculum and best practices if instructional coaches were available to WMS on a full-time basis. Instructional coaches are needed for math and literacy expertise, along with instructional coaches to work with teachers in the classroom to focus on best practices and pedagogy. Over the next 1-3 years, WMS will have multiple teachers retiring. We feel that having instructional coaches will also be beneficial for new teachers coming in, starting off with the needed support. Over time, the teachers and team leaders will develop the skills learned from the instructional coaches to sustain the high levels of expectations in the classroom.</p> <p>The SIG committee spoke with Eric Jensen on the phone on 3-26-14 for over an hour discussing with him how he could partner with WMS. Mr. Jensen shared that he would customize his professional develop to meet WMS's specific needs. We are looking to implement a book study, using his book, "Engaging Students with Poverty in Mind", starting in the Fall of 2014, along with use of his video series, if we are unable to have him personally meet with our staff.</p>
<p>Instructional Programs</p>	<p>All ELA and special education teachers are doing regular training to understand and implement the workshop model in ELA classes. Students who are higher achieving in math and ELA, are offered advanced classes during the school year. In 2013-2014, the principals have begun to implement the Backwards Design Model by Grant Wiggins. Wawasee School Corporation Central Office and School Board has also approved a Language Arts Lab position to work with our students closely on their literacy skills for the remainder of the school year. The class is designed to provide our students in the Bottom 25% and who showed Low Growth on the 2013 ISTEP+ assessment. We feel this class has been a great asset to WMS and would like to expand it to our math department. WMS has also implemented an ELA Voices Strong class, which focuses on students who are on the bubble to passing ISTEP+. This class is a double blocked homeroom (45 minutes) with their first period ELA class. The NWEA data we are seeing for this class is promising. Students are developing the confidence in themselves and their ability to perform at a higher level on a regular basis. We are planning to expand this across all grade levels next year, along with our math classes. Wawasee Community Schools has recently submitted a grant request to Project Lead the Way (PLTW). PLTW Gateway implementation will provide engineering and biomedical science curriculum for middle school students that challenges and inspires students. Students get rigorous and relevant experiences through activity, project, and problem-based learning.</p>

Parent and Community Involvement	Parents and community have been involved in the development of the School Improvement Plan, and Student Achievement Plan during the 2013-2014 School year. Summer of 2013- Middle School and High School students paired up with community organizations to go through a 6 week ECO challenge summer school program to give students who are challenged academically and socioeconomically opportunities and experiences they may not get through their regular curriculum. Student Led Conferences are held 2 times a year for students to share with their parents/guardians their academic progress. Upon completion of two parent surveys for the Student Led Conferences, 90+% of all parents feel that Student Led Conferences are the best way to hold conferences.
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3-Year Culture SMART Goal

By the end of year 3 of Wawasee Middle School receiving the School Improvement Grant (SIG), the percentage of students passing ISTEP+ will exceed state average as a result institutionalized reform in the areas of lesson planning, student evaluation, and analysis of student performance data. In the category of English/Language Arts, WMS will exceed state average. Increase of 15.8% improvement from school year 2012-13 – 8% year 1, 5% year 2, 3% year 3. In the category of Math, WMS will exceed state average. Increase of 3% in performance from school year 2012-13 – 2% year 1, 1% year 2, 1% year 3.

Year 1 Culture Action Steps

Action Steps	Person(s) Responsible	Timeline	Budgeted Items	Transformation Principles
Replace the principal from 2012-13.	Superintendent, School Board	July 1, 2013	N/A	<i>Replace the principal who led the school prior to implementing the model</i>
Implemented new Research based Teacher Evaluation system (McREL). Continue Implementation of McREL, and begin to plan how to use growth as an evaluation factor.	Superintendent, School Board, WCEA	Beginning of school year 2012-13 2014-15 School Year	N/A	<i>Use evaluation systems for teachers and principals that consider student growth and assessments; develop with teacher/principal involvement</i>
Working with WCEA to begin conversation of implementation of incorporating Student Growth as part of teacher evaluation.	Superintendent, WCEA representation, School Board, School Principal	2014-15 School Year	N/A	<i>Reward school leaders, teachers, staff who, in implementing this model, increased student achievement or high school graduation rates; remove those who, after professional development, have not</i>
Eric Jensen- Professional Development (2 x Personal Visit (1 during year with subs and 1 in summer with teacher curriculum work rate) + Book purchase + PD conference for Admin. and Instructional	Director of Curriculum and Instruction, School Principal	2014-15 School year	\$25,000 (Jensen visits) \$4000 (sub costs for 40 teachers) \$5680 (summer stipends for 8 hrs x 40) \$1,300 (books) \$20,000 (conference costs including travel) \$1,500 (Jensen Learning DVD)	<i>Provide high quality, job-embedded professional development</i>

<p>Coaches, DVD PD Series “Tools for Engagement” and “Enriching the Brains of Poverty”)</p> <p>Summer/Before/After School Professional Development- Require at least 24 hours of focused PD with an emphasis on new standards and instructional strategies to support differentiation.</p> <p>Restructure school leadership team to dramatically increase time available for instructional leadership (Continuation of Student Services Coordinator Position)</p> <p>Hire 3 Full-Time Substitute teachers: They will attend regular school faculty meetings and trainings when students are not present, in order to know what is expected in a WMS classroom. They will substitute for teachers that are involved in PD during the school day and will co-teach and offer remediation for students when not subbing.</p>			<p>Series)</p> <p>\$8640 (teacher stipends based upon curriculum work rate x 20 teachers)</p> <p>See “Give the school sufficient operational flexibility (staffing, calendars/time, budgeting)”</p> <p>\$105,000</p>	
<p>Establish a system to support teachers with content and pedagogy through hiring instructional coaches.</p>	<p>Director of Curriculum and Instruction, School Principal</p>	<p>2014-15 School year</p>	<p>See “Give the school sufficient operational flexibility (staffing, calendars/time, budgeting)”</p>	<p>Implement strategies to recruit, place, and retain staff (financial incentives, promotion, career growth, flexible work time)</p>

<p>Implement ELA and Math Remediation programs for academic support, hiring an additional ELA and Math teacher.</p> <p>PLTW Gateway Implementation to provide engineering and biomedical science curriculum for middle school students that challenges, inspires, and offers schools variety and flexibility. Students will get rigorous and relevant experiences through activity-, project-, and problem-based learning. This supports the student engagement concept from Eric Jensen training and also ties into the higher wage earning opportunities in our community with the orthopedic industry.</p>	<p>School principal, Assistant Principal, Director of WCSC Vocational, Superintendent, Director of Curriculum</p>	<p>2014-15 School year</p>	<p>\$180,000</p> <p>PLTW Teacher \$90,000 (teacher) \$50,000 (Equipment and lab set up – not needed if get PLTW Grant).</p>	<p><i>Provide increased learning time for students and staff</i></p>
<p>Hire a parent/community engagement specialist who can focus on individual students and families, and who can plan monthly reach-out to families.</p>	<p>Parent/Community Engagement Specialist and School Principal</p>	<p>2014-15 School year</p>	<p>\$15,000</p>	<p><i>Provide mechanisms for family and community engagement</i></p>
<p>Adding Student Service Coordinator, 3 Instructional Coaches</p> <p>Jim Knight Instructional Coach Training to help instructional coaches focus on three goals: high impact teaching</p>	<p>Superintendent, School Principal</p>	<p>2014-15 School year</p>	<p>\$360,000</p> <p>\$6,000 (registration and travel costs for 3 instructional coaches plus a corporation lead instructional coach)</p>	<p><i>Give the school sufficient operational flexibility (staffing, calendars/time, budgeting)</i></p>

strategies, instructional coaching, system change-creating impact schools				
Provide more opportunities and incentives for students and teachers to show their PRIDE through the already established PBIS system.			\$20,000	
Fish! Philosophy full implementation			\$2500 (Starter Kit Curriculum & Classroom Experience and workbooks for teachers, and supplemental resources/materials)	
Continue to work with DOE Outreach Coordinator for school visits.	School Principal, DOE Outreach Coordinator, Director of Curriculum and Instruction	2014-15 School year	N/A	LEA and, SEA supports school with ongoing, intensive technical assistance and support
Year 2 Culture Action Steps				
Action Steps	Person(s) Responsible	Timeline	Budgeted Items	Transformation Principles
N/A	N/A	N/A	N/A	Replace the principal who led the school prior to implementing the model
Begin to implement negotiated teacher effectiveness and compensation plan using a combination of the McREL teacher evaluation rubric with state and common assessment performance and growth data	Superintendent, School Board, WCEA	2015-16 School year	N/A (General Fund)	Use evaluation systems for teachers and principals that consider student growth and assessments; develop with teacher/principal involvement
Provide additional technology resources in classrooms for teachers who have	Superintendent, WCEA representation, School Board,	2015-16 School year	\$126,000	Reward school leaders, teachers, staff who, in implementing this model, increased

shown high growth with common assessments and standardized test scores.	School Principal			<i>student achievement or high school graduation rates; remove those who, after professional development, have not</i>
<p>Eric Jensen- Professional Development (2x Personal Visits(I during year with subs and I in summer with teacher curriculum work rate) + Book purchase + PD conference for Admin. and Instructional Coaches)</p> <p>Summer/Before/After School Professional Development- Require at least 24 hours of focused PD with an emphasis on instructional strategies to support differentiation.</p> <p>Restructure school leadership team to dramatically increase time available for instructional leadership (Continuation of Student Services Coordinator Position)</p> <p>Hire 3 Full-Time Substitute teachers: They will attend regular school faculty meetings and trainings when students are not present, in order to know what is</p>	Director of Curriculum and Instruction, School Principal	2015-16 School year	<p>\$25,000 (Jensen visits) \$4000 (sub costs) \$5680 (summer stipends)</p> <p>\$1,300 (books)</p> <p>\$20,000 (conference costs including travel)</p> <p>\$8640 (teacher stipends based upon curriculum work rate x 20 teachers)</p> <p>See “Give the school sufficient operational flexibility (staffing, calendars/time, budgeting)”</p> <p>\$105,000</p>	<i>Provide high quality, job-embedded professional development</i>

expected in a WMS classroom. They will substitute for teachers that are involved in PD during the school day and will co-teach and offer remediation for students when not subbing.				
Establish a system to support teachers with content and pedagogy through hiring instructional coaches.	Director of Curriculum and Instruction, School Principal	2015-16 School year	See "Give the school sufficient operational flexibility (staffing, calendars/time, budgeting)"	Implement strategies to recruit, place, and retain staff (financial incentives, promotion, career growth, flexible work time)
<p>Implement ELA and Math Remediation programs for academic support, hiring an additional ELA and Math teacher.</p> <p>PLTW Gateway Implementation to provide engineering and biomedical science curriculum for middle school students that challenges, inspires, and offers schools variety and flexibility. Students will get rigorous and relevant experiences through activity-, project-, and problem-based learning.</p> <p>Summer School for students that are low performing on standardized testing for math and ELA (Category 2 State Summer School Courses rarely funded by the state). Need to hire 4 Summer School</p>	School principal, Assistant Principal, Director of WCSC Vocational, Superintendent, Director of Curriculum	2015-16 School year	<p>\$180,000</p> <p>PLTW Teacher \$90,000</p> <p>Equipment Maintenance/Upgrades \$10,000</p> <p>\$13,600</p>	Provide increased learning time for students and staff

teachers.				
Hire a parent/community engagement specialist who can focus on individual students and families, and who can plan monthly reach-out to families.	Parent/Community Engagement Specialist and School Principal	2015-16 School year	\$15,000	<i>Provide mechanisms for family and community engagement</i>
Adding Student Service Coordinator, 3 Instructional Coaches Provide more opportunities and incentives for students and teachers to show their PRIDE through the already established PBIS system. FISH! Philosophy full implementation	Superintendent, School Principal	2015-16 School year	\$360,000 \$20,000 \$500 (consumable materials)	<i>Give the school sufficient operational flexibility (staffing, calendars/time, budgeting)</i>
Continue work with DOE Outreach Coordinator for school visits.	School Principal, DOE Outreach Coordinator, Director of Curriculum and Instruction	2015-16 School year	N/A	<i>LEA and, SEA supports school with ongoing, intensive technical assistance and support</i>

Year 3 Culture Action Steps

Action Steps	Person(s) Responsible	Timeline	Budgeted Items	Transformation Principles
N/A	N/A	N/A	N/A	<i>Replace the principal who led the school prior to implementing the model</i>
Negotiated Teacher Compensation Model	Superintendent, School Board, WCEA	2016-17 School year	N/A (General Fund)	<i>Use evaluation systems for teachers and principals that consider student growth and assessments; develop with teacher/principal involvement</i>
Provide additional technology resources in classrooms for	Superintendent, WCEA representation,	2016-17 School year	\$126,000	<i>Reward school leaders, teachers, staff who, in implementing</i>

teachers who have shown high growth with common assessments and standardized test scores.	School Board, School Principal			<i>this model, increased student achievement or high school graduation rates; remove those who, after professional development, have not</i>
<p>Eric Jensen- Professional Development (2 x personal Visits (1 during year with subs and 1 in summer with teacher curriculum work rate) + Book purchase)</p> <p>Summer/Before/After School Professional Development- Require at least 24 hours of focused PD with an emphasis on planning for remediation structure for implementation during 2017-2018 school year without additional teachers.</p> <p>Restructure school leadership team to dramatically increase time available for instructional leadership (Continuation of Student Services Coordinator Position)</p> <p>Hire 3 Full-Time Substitute teachers: They will attend regular school faculty meetings and trainings when students are not</p>	Director of Curriculum and Instruction, School Principal	2016-17 School year	<p>\$25,000 (Jensen visits) \$4000 (sub costs) \$5680 (summer stipends) \$1,300 (books)</p> <p>\$8640 (teacher stipends based upon curriculum work rate x 20 teachers)</p> <p>See "Give the school sufficient operational flexibility (staffing, calendars/time, budgeting)"</p> <p>\$105,000</p>	<i>Provide high quality, job-embedded professional development</i>

present, in order to know what is expected in a WMS classroom. They will substitute for teachers that are involved in PD during the school day and will co-teach and offer remediation for students when not subbing.				
Establish a system to support teachers with content and pedagogy through hiring instructional coaches.	Director of Curriculum and Instruction, School Principal	2016-17 School year	See “Give the school sufficient operational flexibility (staffing, calendars/time, budgeting)”	Implement strategies to recruit, place, and retain staff (financial incentives, promotion, career growth, flexible work time)
<p>Implement ELA and Math Remediation programs for academic support, hiring an additional ELA and Math teacher.</p> <p>PLTW Gateway Implementation to provide engineering and biomedical science curriculum for middle school students that challenges, inspires, and offers schools variety and flexibility. Students will get rigorous and relevant experiences through activity-, project-, and problem-based learning. Teacher training and equipping an additional classroom will allow this to be absorbed into current subject area/curriculum.</p> <p>Summer School for students that are low</p>	School principal, Assistant Principal, Director of WCSC Vocational, Superintendent, Director of Curriculum	2016-17 School year	<p>\$180,000</p> <p>\$5000 (train an additional teacher) \$30,000 (equipment costs)</p> <p>\$13,600</p>	Provide increased learning time for students and staff

performing on standardized testing for math and ELA. Need to hire 4 Summer School teachers.				
Hire a parent/community engagement specialist who can focus on individual students and families, and who can plan monthly reach-out to families.	Parent/Community Engagement Specialist and School Principal	2016-17 School year	\$15,000	<i>Provide mechanisms for family and community engagement</i>
Adding Student Service Coordinator, 5 Instructional Coaches Provide more opportunities and incentives for students and teachers to show their PRIDE through the already established PBIS system. FISH! Philosophy full implementation	Superintendent, School Principal	2016-17 School year	\$540,000 \$20,000 \$500 (consumable materials)	<i>Give the school sufficient operational flexibility (staffing, calendars/time, budgeting)</i>
Continue work with DOE Outreach Coordinator for school visits.	School Principal, DOE Outreach Coordinator, Director of Curriculum and Instruction	2016-17 School year	N/A	<i>LEA and, SEA supports school with ongoing, intensive technical assistance and support</i>

Year 4 SUSTAINABILITY Culture Goal and Action Steps

As a result institutionalized reform in the areas of lesson planning, student evaluation, and analysis of student performance data, for the past three years of implementing research-based professional development and with the assistance of Instructional coaches WMS will continue to exceed the state average passing range for standardized testing. We are confident that with the changes in practices (culture of instruction) we will see positive gains.

Action Steps	Person(s) Responsible	Timeline	Budgeted Items	Transformation Principles
N/A	N/A	N/A	N/A	<i>Replace the principal who led the school prior to implementing the model</i>
Negotiated teacher	Superintendent,	2017-18 School	TBD (General Fund)	<i>Use evaluation</i>

[illegible]

<p>programs for academic support, hiring an additional ELA and Math teacher.</p> <p>PLTW Gateway Implementation to provide engineering and biomedical science curriculum for middle school students that challenges, inspires, and offers schools variety and flexibility. Students will get rigorous and relevant experiences through activity-, project-, and problem-based learning. Absorbed into a current subject area/curriculum.</p> <p>Summer School for students that are low performing on standardized testing for math and ELA. One class of ELA and one class of math.</p>	<p>Director of WCSC Vocational, Superintendent, Director of Curriculum</p>		<p>remediation plan developed during 2016-2017 school year with a paraprofessional through GF)</p> <p>\$180,000 General Fund (2 teachers teaching PTLW as a part of a current subject area/curriculum</p> <p>General Fund with State Summer School Funding (if any)</p>	<p><i>students and staff</i></p>
<p>Hire a parent/community engagement specialist who can focus on individual students and families, and who can plan monthly reach-out to families.</p>	<p>Principal PTO</p>	<p>2017-18 School year</p>	<p>PTO Support</p>	<p><i>Provide mechanisms for family and community engagement</i></p>
<p>Provide staff with leadership and coaching opportunities.</p> <p>Provide more opportunities and incentives for students and teachers to show their PRIDE through the already</p>	<p>School Principal Director of Curriculum</p> <p>PTO</p>	<p>2017-18 School year</p>	<p>Use of Title IIA Dollars</p> <p>Use PTO to Support</p>	<p><i>Give the school sufficient operational flexibility (staffing, calendars/time, budgeting)</i></p>

established PBIS system.				
FISH! Philosophy full implementation	PTO		Use PTO to Support	
As Needed: Continue work with DOE Outreach Coordinator for school visits.	School Principal, DOE Outreach Coordinator, Director of Curriculum and Instruction	2017-18 School year	N/A	<i>LEA and, SEA supports school with ongoing, intensive technical assistance and support</i>

3-Year Academic SMART Goal

<p>ELA Academic Goal</p> <p>Teachers at Wawasee Middle School will work to have no more than 39.8% or lower of our students show “low” growth on the ELA portion of the ISTEP+ test each Spring, by implementing research-based professional development with the assistance of Instructional coaches and partnering with Eric Jensen.</p>	<p>Math Academic Goal</p> <p>Teachers at Wawasee Middle School will work to have no more than 42.4% or lower of our students show “low” growth on the Math portion of the ISTEP+ test each Spring, by implementing research-based professional development with the assistance of Instructional coaches, partnering with Eric Jensen, and making math relevant through PLTW implementation.</p>	<p>Other Academic Goal (optional)</p> <p>N/A</p>
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Year 1 Academic Action Steps

Action Steps	Person(s) Responsible	Timeline	Budgeted Items	Transformation Principles
Implement comprehensive improvement of instructional approaches for struggling students including focused professional development and a system for student progress monitoring.	Superintendent, Director of Curriculum and Instruction, School Principal, Instructional Coaches	2014-15 School Year	See 3-Year Culture Smart Goal, Action Steps, and Budgeted Items	Use data to implement an aligned instructional program
Hire instructional coaches. Instructional coaches and professional development from Eric Jensen will help teachers increase student engagement, use multiple types of assessments, and use the data from those assessments to differentiate instruction.	Superintendent, Director of Curriculum and Instruction, School Principal, Instructional Coaches	2014-15 School Year	See 3-Year Culture Smart Goal, Action Steps, and Budgeted Items	Promote the use of data to inform and differentiated instruction
Professional development time for staff to realign curriculum with new state standards	Superintendent, Director of Curriculum and Instruction, School Principal, Instructional Coaches	Summer – school year 2014-15	See 3-Year Culture Smart Goal, Action Steps, and Budgeted Items	LEA and, SEA supports school with ongoing, intensive technical assistance and support.

Year 2 Academic Action Steps				
Action Steps	Person(s) Responsible	Timeline	Budgeted Items	Transformation Principles
Implement comprehensive improvement of instructional approaches for struggling students including focused professional development and a system for student progress monitoring. Solicit and prepare teacher leaders for sustainability and professional development of new teachers.	Superintendent, Director of Curriculum and Instruction, School Principal, Instructional Coaches	2015-16 School Year	See 3-Year Culture Smart Goal, Action Steps, and Budgeted Items	Use data to implement an aligned instructional program
Instructional coaches and professional development from Eric Jensen will continue to help teachers increase student engagement, use multiple types of assessments, and use the data from those assessments to differentiate instruction.	Superintendent, Director of Curriculum and Instruction, School Principal, Instructional Coaches	2015-16 School Year	See 3-Year Culture Smart Goal, Action Steps, and Budgeted Items	Promote the use of data to inform and differentiated instruction
Professional development time for staff to development a mastery process (assessment, programs, procedures).	Teachers, Principal, Superintendent	Summer – school year 2015-16	See 3-Year Culture Smart Goal, Action Steps, and Budgeted Items	LEA and, SEA supports school with ongoing, intensive technical assistance and support.
Year 3 Academic Action Steps				
Action Steps	Person(s) Responsible	Timeline	Budgeted Items	Transformation Principles
Implement comprehensive improvement of instructional approaches for struggling students including focused	Superintendent, Director of Curriculum and Instruction, School Principal, Instructional Coaches	2016-17 School Year	See 3-Year Culture Smart Goal, Action Steps, and Budgeted Items	Use data to implement an aligned instructional program

professional development and a system for student progress monitoring. Teacher leaders work closely with instructional coaches to be able to sustain and help provide professional development.				
Teacher leaders work closely with instructional coaches and professional development from Eric Jensen to continue to help teachers increase student engagement, use multiple types of assessments, and use the data from those assessments to differentiate instruction.	Superintendent, Director of Curriculum and Instruction, School Principal, Instructional Coaches	2016-17 School Year	See 3-Year Culture Smart Goal, Action Steps, and Budgeted Items	Promote the use of data to inform and differentiated instruction
Professional development time for staff to develop enrichment learning opportunities.	Teachers, Principal, Superintendent	Summer – school year 2016-17	See 3-Year Culture Smart Goal, Action Steps, and Budgeted Items	LEA and, SEA supports school with ongoing, intensive technical assistance and support.

Year 4 SUSTAINABILITY Academic Goal and Action Steps

Teachers will be able to continue the efforts learned through professional development, instructional coaches, and aligned curricula to maintain growth. Teachers will train new staff members on the processes and protocols involved in continued growth.

Action Steps	Person(s) Responsible	Timeline	Budgeted Items	Transformation Principles
Implement comprehensive improvement of instructional approaches for struggling students including focused professional development and a system for student progress monitoring. Teacher leaders will	Superintendent, Director of Curriculum and Instruction, School Principal, Instructional Coaches	2017-18 School Year	N/A	Use data to implement an aligned instructional program

monitor and provide support in conjunction with corporation instructional coaches.				
Teacher Leaders with support from corporation instructional coaches will train new teachers how to have high student engagement lessons, use multiple types of assessments, and use the data from those assessments to differentiate instruction.	Director of Curriculum, School Principal	2017-18 School Year	N/A	<i>Promote the use of data to inform and differentiated instruction</i>
Full implementation of the mastery process.	Teachers, Principal, Superintendent	2017-18 School Year	N/A	<i>LEA and, SEA supports school with ongoing, intensive technical assistance and support.</i>